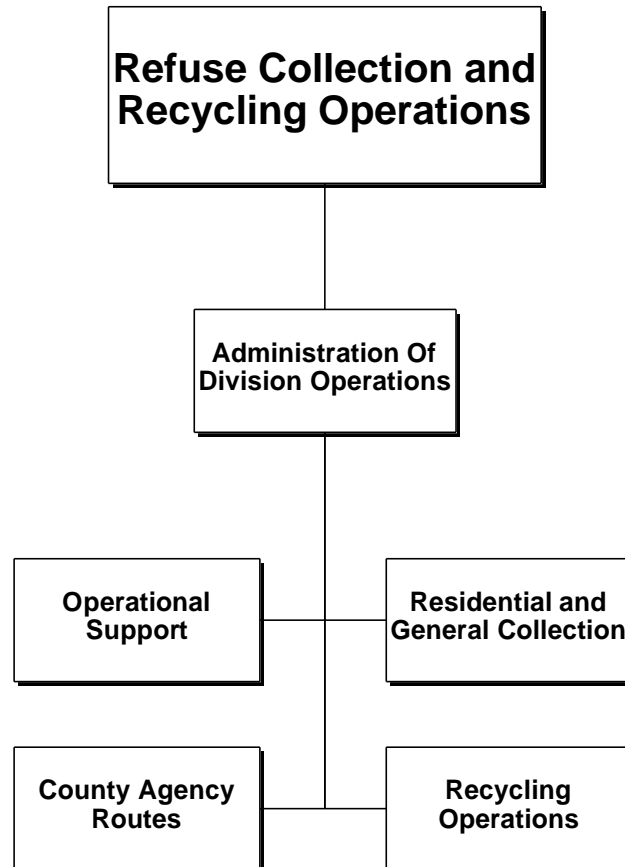


**DEPARTMENT OF PUBLIC WORKS
AND ENVIRONMENTAL SERVICES
SOLID WASTE MANAGEMENT**



FUND 109

REFUSE COLLECTION AND RECYCLING OPERATIONS

Agency Position Summary

141 Regular Positions / 141.0 Regular Staff Years

Position Detail Information

DIVISION OF REFUSE COLLECTION AND RECYCLING - ADMINISTRATION OF DIVISION OPERATIONS

1	Director of Refuse Collection and Recycling
1	Assistant Director/Engineer IV
1	Engineer III
1	Engineer II
1	Network/Telecommunication Analyst I
2	Management Analysts II
1	Management Analyst I
1	Accounting Technician
1	Account Clerk II
1	Secretary II
1	Secretary I
1	Clerical Specialist
13	Positions
13.0	Staff Years

OPERATIONAL SUPPORT (Formerly Administration of Collection Operations)

1	Refuse Superintendent
1	Assistant Refuse Superintendent
4	Clerical Specialists
1	Welder II
1	Maintenance Trade Helper I
8	Positions
8.0	Staff Years

RESIDENTIAL & GENERAL COLLECTIONS

1	Management Analyst II
1	Senior Refuse Supervisor
4	Refuse Supervisors
9	Heavy Equipment Operators
30	Motor Equipment Operators
19	Public Service Workers II
33	Public Service Workers I
97	Positions
97.0	Staff Years

COUNTY AGENCY ROUTES

4	Heavy Equipment Operators
1	Motor Equipment Operator
1	Maintenance Trade Helper II
6	Positions
6.0	Staff Years

RECYCLING OPERATIONS

1	Management Analyst IV
3	Management Analysts II
1	Inter/intranet Architect I
1	Management Analyst I
1	Refuse Supervisor
1	Clerical Specialist
1	Administrative Aide
1	Publications Assistant
2	Engineers II
4	Heavy Equipment Operators
1	Public Service Worker I
17	Positions
17.0	Staff Years

FUND 109

REFUSE COLLECTION AND RECYCLING OPERATIONS

AGENCY MISSION

To protect Fairfax County citizens against disease, pollution and other contamination associated with the improper disposal of refuse, by providing efficient and economical refuse collection services to citizens in refuse collection sanitary districts, and to Fairfax County agencies. To reduce the County's municipal solid waste stream through the effective development, implementation and management of comprehensive waste reduction and recycling programs to ensure that Fairfax County meets or exceeds the Commonwealth of Virginia mandated goal of recycling 25.0 percent of the solid waste stream.

AGENCY SUMMARY

Category	FY 1999 Actual	FY 2000 Adopted Budget Plan	FY 2000 Revised Budget Plan	FY 2001 Advertised Budget Plan	FY 2001 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	150/ 150	149/ 149	141/ 141	141/ 141	141/ 141
Expenditures:					
Personnel Services	\$5,182,112	\$6,022,337	\$5,721,220	\$6,153,562	\$6,300,439
Operating Expenses	5,811,944	6,088,054	6,246,972	6,033,090	6,033,090
Capital Equipment	542,426	141,000	1,248,015	262,000	262,000
Capital Projects ¹	0	0	0	368,000	368,000
Subtotal	\$11,536,482	\$12,251,391	\$13,216,207	\$12,816,652	\$12,963,529
Less:					
Recovered Costs	(479,725)	(347,368)	(347,368)	(359,252)	(359,252)
Total Expenditures	\$11,056,757	\$11,904,023	\$12,868,839	\$12,457,400	\$12,604,277

¹ Capital Projects expenditures are shown under the Residential and General Collection Cost Center.

SUMMARY BY COST CENTER

Category ¹	FY 1999 Actual	FY 2000 Adopted Budget Plan	FY 2000 Revised Budget Plan	FY 2001 Advertised Budget Plan	FY 2001 Adopted Budget Plan
Administration of Division					
Operations	\$433,533	\$538,116	\$536,427	\$572,503	\$591,702
Operational Support	488,187	544,783	601,189	625,835	636,091
Residential and General					
Collections	8,201,668	8,604,245	9,301,232	8,700,801	8,793,881
County Agency Routes	827,662	1,025,446	1,149,951	954,351	955,869
State Litter Funds	90,578	0	86,954	0	0
Recycling Operations	1,015,129	1,191,433	1,193,086	1,235,910	1,258,734
Subtotal	\$11,056,757	\$11,904,023	\$12,868,839	\$12,089,400	\$12,236,277
Capital Projects	0	0	0	368,000	368,000
Total Expenditures	\$11,056,757	\$11,904,023	\$12,868,839	\$12,457,400	\$12,604,277

¹ State Litter Funds are a pass-through cost shown under the Operational Support Cost Center.

This fund is included within the Department of Public Works and Environmental Services (DPWES) reorganization. Please refer to the discussion in the Solid Waste Operations Overview.

FUND 109

REFUSE COLLECTION AND RECYCLING OPERATIONS

Board of Supervisors' Adjustments

The following funding adjustments reflect all changes to the FY 2001 Advertised Budget Plan, as approved by the Board of Supervisors on April 24, 2000:

- The 2.5 percent cost-of-living/market rate adjustment approved by the Board of Supervisors, and previously held in reserve, has been spread to County agencies and funds. This action results in an increase of \$146,877 to Fund 109, Refuse Collection and Recycling Operations.

The following funding adjustments reflect all approved changes to the FY 2000 Revised Budget Plan from January 1, 2000 through April 17, 2000. Included are all adjustments made as part of the FY 2000 Third Quarter Review:

- An increase of \$86,954 in expenditures reflects the receipt and appropriation of FY 2000 State Litter Control funding awarded to the County for use in litter prevention and recycling activities. The expenditure increase is totally offset by State Litter Control revenue.
- Net savings of \$180,670 primarily in Personnel Services are associated with the Close Management Initiatives program. The net savings are returned to fund balance for reinvestment in future program initiatives.

The following is a list of projects funded in FY 2001:

Project Number	Project Name	FY 2001 Advertised Budget Plan	FY 2001 Adopted Budget Plan	Increase/ (Decrease)
109001	DSW - Newington Facility	\$368,000	\$368,000	\$0
	Total	\$368,000	\$368,000	\$0

County Executive Proposed FY 2001 Advertised Budget Plan



Agency Overview

Fund 109, Refuse Collection and Recycling Operations, is responsible for the collection of refuse within Fairfax County's sanitary districts and from County agencies, and for the coordination of the County's recycling and waste reduction operations. It is responsible also for the administration and program operations of the Solid Waste General Fund Programs on behalf of the County. In FY 2001, Fund 109 will provide refuse collection service for approximately 38,614 residential and other units in 56 sanitary districts, and for County agencies. In addition, it will provide staff and vehicles for program operations at the Solid Waste Reduction and Recycling Center (SWRRC) locations, and for General Fund programs (e.g., Health Department Referrals, Community Cleanups, and Evictions) that are administered by the Division of Solid Waste. The management of the Division of Solid Waste Collection and Recycling will continue to be performed through the Administration Division Cost Center, which provides the administrative and technical support functions for the agency. County agencies and other miscellaneous organizations that are serviced by the County Agency Routes collection operations have containers located at each site that vary in cubic yard capacity. In FY 2001, the number of cubic yards collected on County Agency Routes is projected to be 268,314 cubic yards. Total disposal tonnage for FY 2001 is estimated to reach 72,240 tons, including 61,300 for residential collection, 9,720 tons for County agency collection, and 1,220 tons for SWRRC's.

FUND 109

REFUSE COLLECTION AND RECYCLING OPERATIONS

The Recycling Operations Cost Center will continue coordination of current recycling efforts. The goal for FY 2001 is to maintain the recycling rate in the municipal solid waste stream at or above 25 percent. Examples of recycling programs that continue to be coordinated include drop-off centers, yard debris recycling, commercial and office paper recycling, and other comprehensive endeavors.

The SWRRC program operates on a fee basis in which program participants purchase a permit (user fee) which entitles the holder to use the disposal and recycling facilities at two SWRRC sites located in Great Falls and McLean. The current annual user fee of \$185 per participant will remain unchanged for FY 2001 and is projected to generate \$185,000 in revenue based on a projected 1,000 users. It is anticipated that the projected revenue will allow the program to continue to meet program costs including the cost of recycling.

The Residential and General (R & G) Collection Program is responsible for the collection and disposal of refuse from residential customers within the County's approved sanitary districts. Program operations are supported by an annual collection levy/fee charged to the residential customers, which in FY 2000 is \$210 per unit serviced. A planning study that resulted in a rate reduction of \$30 per household for FY 2000 continues to support the conclusion that this level can be maintained through FY 2004 without negatively impacting the agency's ability to support its operational requirements. In addition, this level can provide the required Equipment Replacement Reserves and maintain a contingency necessary for future requirements or mandates. In FY 2001, program operations will provide for the collection and disposal of refuse to approximately 38,616 residential units. Based on the number of units, the value of \$1.00 equates to revenue of \$38,616. The number of units calculated by the proposed rate of \$210 per unit equates to a revenue estimate of \$8,109,360, including \$8,021,790 for 38,199 customers that is attached to the County's tax billing and \$87,570 that is hand billed to 417 customers.



Funding Adjustments

The following funding adjustments from the FY 2000 Revised Budget Plan are necessary to support the FY 2001 program:

- An increase of \$127,864 due to the implementation of the new Pay for Performance program in FY 2001. The new system links annual pay increases to employee performance.
- An increase of \$203,642 due to the implementation of the Market Pay Study. As a result of the Study, incumbents in job classes that are found to be one grade below the market will be moved to the appropriate grade and receive a 2.0 percent market adjustment. Incumbents classes found to be two or more grades below the market will be moved to the appropriate grade and receive a 4.0 percent market adjustment. In addition, funding is held in reserve to provide all employees with a 2.5 percent cost-of-living/market adjustment.
- A net decrease of \$200,281 in Personnel Services based on projected requirements reflecting the salary and grade of current staff and includes fringe benefits, overtime, and position turnover estimates. The decrease includes the reduced funding requirements for ten vacant positions that were frozen in FY 2000 of which eight positions have recently been abolished and two remain targeted for possible re-direction to the County's Position Pool.
- A net decrease of \$116,998 in Internal Service Charges that is attributable primarily to a decrease of \$105,870 in refuse disposal charges based on a projected reduction in disposal tonnages anticipated to be collected and disposed in FY 2001.
- An increase of \$68,992 in Department of Vehicle Services (DVS) charges based on prior year costs.

FUND 109

REFUSE COLLECTION AND RECYCLING OPERATIONS

- A decrease of \$43,438 in insurance costs based on prior year expenses and projected requirements in FY 2001.
- A net decrease of \$28,059 in various other expenditure categories based on anticipated requirements in FY 2001.
- An amount of \$262,000 is funded for Capital Equipment in FY 2001. The level of funding includes \$98,000 for a rear loading refuse packer and \$130,000 for a roll-off truck that are recommended for replacement by DVS. Also included is \$30,000 for the replacement of six recycling drop-off containers that are in poor condition and have become safety hazards. In addition, \$4,000 is funded for the purchase of a new Plasma arc welder/cutter that will be used to make modifications to the refuse containers.
- An amount of \$368,000 is funded for Capital Projects in FY 2001. The amount represents the support needed to expand the break room to accommodate a conference/training room at the Division of Refuse Collection Newington Operations Facility. Funding is established in Project 109001, DSW-Newington Facility Expansion, to comply with the County's financial guidelines for reporting and tracking fixed assets.

The following funding adjustments reflect all approved changes in the FY 2000 Revised Budget Plan since passage of the FY 2000 Adopted Budget Plan. Included are all adjustments made as part of the FY 1999 Carryover Review and all other approved changes through December 31, 1999:

- As part of the FY 1999 Carryover Review, expenditures were increased a net \$1,058,532, including \$963,892 in encumbered funds for operating and capital equipment expenditure obligations and \$94,640 in unencumbered funds that included \$45,210 in FY 1999 Close Management Initiatives (CMI) funds.
- During FY 2000, the County Executive approved redirection of extended vacant positions, which resulted in a decrease of 8/8.0 positions for this fund. These redirected positions were identified for abolishment by staff to provide the County Executive with the ability to re-deploy positions internally to address workloads and other factors as merited.

Cost Center: Administration of Division Operations

GOAL: To provide management and administrative support to the Division of Refuse Collection and Recycling, enabling its compliance with the Fairfax County Solid Waste Management Plan.

COST CENTER SUMMARY					
Category	FY 1999 Actual	FY 2000 Adopted Budget Plan	FY 2000 Revised Budget Plan	FY 2001 Advertised Budget Plan	FY 2001 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	14/ 14	13/ 13	13/ 13	13/ 13	13/ 13
Expenditures:					
Personnel Services	\$712,971	\$715,047	\$703,824	\$767,890	\$787,089
Operating Expenses	160,219	164,437	170,671	163,865	163,865
Capital Equipment	40,068	6,000	9,300	0	0
Subtotal	\$913,258	\$885,484	\$883,795	\$931,755	\$950,954
Less:					
Recovered Costs	(479,725)	(347,368)	(347,368)	(359,252)	(359,252)
Total Expenditures	\$433,533	\$538,116	\$536,427	\$572,503	\$591,702

FUND 109

REFUSE COLLECTION AND RECYCLING OPERATIONS



Objectives

- To provide excellent customer service via timely and accurate response to all phone inquiries received as reflected by a customer satisfactory rating at 95 percent or above.



Performance Indicators

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 1997 Actual	FY 1998 Actual	FY 1999 Estimate/Actual	FY 2000	FY 2001
Output:					
Calls handled	31,932	31,932	32,400 / 29,842	30,000	30,000
Efficiency:					
Calls handled per staff hour	15.0	15.2	15.2 / 15.2	15.2	15.2
Service Quality:					
Percent of customers satisfied with handling of phone call	98.0%	97.0%	98.0% / 96.8%	97.0%	98.0%
Outcome:					
More than 95 percent of calls handled satisfactorily	NA	Yes	Yes / Yes	Yes	Yes

Cost Center: Operational Support

GOAL: To provide efficient supervision and support for all refuse collection and recycling activities including response to telephone requests for customer service.

COST CENTER SUMMARY					
Category	FY 1999 Actual	FY 2000 Adopted Budget Plan	FY 2000 Revised Budget Plan	FY 2001 Advertised Budget Plan	FY 2001 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	8/ 8	8/ 8	8/ 8	8/ 8	8/ 8
Expenditures:					
Personnel Services	\$309,597	\$353,427	\$353,427	\$410,254	\$420,510
Operating Expenses	151,225	186,556	209,783	211,581	211,581
Capital Equipment	27,365	4,800	37,979	4,000	4,000
Subtotal	\$488,187	\$544,783	\$601,189	\$625,835	\$636,091
State Litter Funds	90,578	0	86,954	0	0
Total Expenditures	\$578,765	\$544,783	\$688,143	\$625,835	\$636,091

FUND 109

REFUSE COLLECTION AND RECYCLING OPERATIONS



Objectives

- To achieve efficient collection services by limiting cost increases to less than 10.0 percent in FY 2000 and less than 5.0 percent in FY 2001.
- To reduce the number of collection service complaints by at least 7.0 percent in FY 2001.
- To provide a response to all telephone requests for customer service within three minutes.



Performance Indicators

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 1997 Actual	FY 1998 Actual	FY 1999 Estimate/Actual	FY 2000	FY 2001
Output:					
Tonnage collected ¹	94,203	91,681	97,953 / 93,194	96,201	97,778
Calls received	65,127	57,288	56,950 / 60,180	59,300	56,000
Efficiency:					
Cost per ton collected ²	\$4.70	\$4.88	\$5.49 / \$6.21	\$6.25	\$6.50
Cost per call	\$1.94	\$2.26	\$2.62 / \$2.30	\$3.37	\$3.55
Service Quality:					
Valid complaints per 1,000 customers (all collections)	54.2	48.6	39.5 / 31.2	28.2	26.0
Outcome:					
Percent change in cost per ton ³	(9.90%)	3.90%	12.46% / 27.30%	0.60%	(2.40%)
Percent change in complaints	NA	(10.3%)	(18.7%) / (21.0%)	(9.6%)	(7.1%)
Percent of calls with response within three minutes	NA	NA	NA / NA	100%	100%

¹ The Operational Support Cost Center lends its support to all collection activities. The tonnage as presented represents a combination of all program collection activities including recycling.

² The per ton increase beginning in FY 1999 is reflective of an internal restructuring and cost increase associated with the installation of the new IVR system.

³ The increase in FY 1999 is due to the carry-over of significant Capital Equipment funds for vehicles.

FUND 109

REFUSE COLLECTION AND RECYCLING OPERATIONS

Cost Center: Residential and General Collection

GOAL: To provide efficient collection of refuse and recyclable materials to customers within Sanitary Collection Districts and at Solid Waste Reduction and Recycling Centers (SWRRC) to maintain sanitation in these areas and enhance conservation of resources.

COST CENTER SUMMARY					
Category	FY 1999 Actual	FY 2000 Adopted Budget Plan	FY 2000 Revised Budget Plan	FY 2001 Advertised Budget Plan	FY 2001 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	104/ 104	101/ 101	97/ 97	97/ 97	97/ 97
Expenditures:					
Personnel Services	\$3,213,880	\$3,740,914	\$3,605,885	\$3,802,784	\$3,895,864
Operating Expenses	4,590,725	4,820,331	4,856,197	4,800,017	4,800,017
Capital Equipment	397,063	43,000	839,150	98,000	98,000
Subtotal	\$8,201,668	\$8,604,245	\$9,301,232	\$8,700,801	\$8,793,881
Capital Projects	0	0	0	368,000	368,000
Total Expenditures	\$8,201,668	\$8,604,245	\$9,301,232	\$9,068,801	\$9,161,881



Objectives

- To efficiently provide weekly refuse pickup to all residents within County Sanitary Collection Districts.
- To increase the recycling participation rate in County Sanitary Collection Districts by 2.0 percent per year over the next five years, from an estimated rate of 70.0 percent to 80.0 percent.



Performance Indicators

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 1997 Actual	FY 1998 Actual	FY 1999 Estimate/Actual	FY 2000	FY 2001
Output:					
Refuse collections made ¹	3,562,464	3,514,935	3,556,402 / 3,551,293	3,560,303	3,569,228
Refuse tons collected	61,965	59,758	64,749 / 61,460	62,735	61,300
Tons of recyclables collected	11,193	10,622	11,560 / 10,680	11,676	11,792
Efficiency:					
Net cost per pickup – Refuse collection (all materials)	\$2.53	\$1.87	\$1.90 / \$1.64	\$1.97	\$1.86
Net cost per home per year for recycling collection	\$27.08	\$26.76	\$27.38 / \$25.37	\$25.98	\$26.82

FUND 109

REFUSE COLLECTION AND RECYCLING OPERATIONS

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 1997 Actual	FY 1998 Actual	FY 1999 Estimate/Actual	FY 2000	FY 2001
Service Quality:					
Collection complaints per 1,000 homes	31.1	15.6	14.5 / 18.1	18.0	17.5
Percentage of customers rating services good or better	NA	88.0%	90.0% / 97.4%	97.5%	97.8
Missed collection complaints per 1,000 homes – Recycling	16.0	30.0	22.0 / 11.6	12.0	11.0
Outcome:					
Percentage of homes within sanitary districts receiving a weekly refuse collection	100%	100%	100%	100%	100%
Percentage of homes setting out recyclable materials	NA	NA	72% / 75%	76%	77%

¹ The number of collections is derived by adding the number of weekly pickups projected for households to be served, yard debris, and special collections multiplied by 52 weeks. (FY 2001 estimate equals 38,614 + 28,962 + 1,063 X 52 = 3,569,228)

Cost Center: County Agency Routes

GOAL: To provide efficient refuse collection and recycling services County agencies, resulting in the elimination of health hazards and supporting conservation of natural resources.

COST CENTER SUMMARY					
Category	FY 1999 Actual	FY 2000 Adopted Budget Plan	FY 2000 Revised Budget Plan	FY 2001 Advertised Budget Plan	FY 2001 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	7/ 7	10/ 10	6/ 6	6/ 6	6/ 6
Expenditures:					
Personnel Services	\$207,425	\$369,691	\$226,957	\$259,763	\$261,281
Operating Expenses	575,262	606,355	608,355	564,588	564,588
Capital Equipment	44,975	49,400	314,639	130,000	130,000
Total Expenditures	\$827,662	\$1,025,446	\$1,149,951	\$954,351	\$955,869



Objectives

- To provide efficient/comprehensive refuse collection to designated Fairfax County Government agencies by increasing the cost increase per cubic yard by no more than 4.0 percent in FY 2001.
- To maintain the level of Fairfax County Agencies participating in the recycling program at 76.

FUND 109

REFUSE COLLECTION AND RECYCLING OPERATIONS



Performance Indicators

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 1997 Actual	FY 1998 Actual	FY 1999 Estimate/Actual	FY 2000	FY 2001
Output:					
Trash collected from County Agencies (Cubic Yards)	218,783	209,332	212,180 / 214,234	268,314	268,314
Tons recycled by County Agencies	919	1,099	1,120 / 896	1,112	1,112
County agencies receiving recycling services	53	70	70 / 76	76	76
Efficiency:					
Staff hours per cubic yard of refuse collected	.04	.04	.04 / .03	.02	.02
Cost per cubic yard collected ¹	\$3.59	\$3.50	\$3.28 / \$3.28	\$3.82	\$3.56
Staff hours per ton for recycling ²	2.67	3.88	3.04 / 3.73	3.01	3.01
Net cost per ton for recycling	\$132.07	\$81.54	\$96.17 / \$74.13	\$76.83	\$81.64
Service Quality:					
Complaints (refuse)	NA	20	18 / 12	10	10
Complaints (recycling)	NA	6	6 / 0	0	0
Percent of Satisfied Customers	NA	98%	98% / 98%	98%	98%
Outcome:					
Percent change in cost per cubic yard	9.5%	(2.5%)	(6.3%) / (6.0%)	3.7%	7.0%
Percent change in County Agency Routes recycling tonnage	(9.0%)	29.4%	1.9% / (18.0%)	24.0%	0.0%

¹ The cubic yard cost will vary in scope each year based on the level of Capital Equipment that is funded for program operations. The cost is derived by calculating the total operating expense divided by the number of cubic yards. It should be noted that this reflects the cubic yard cost and not the cubic fee as charged to County Agency Route customers.

² FY 1998 staff hours were up due to assumption of work from a contractor. Beginning in FY 2000, estimates are projected to be slightly lower due to improved routing and standardization of materials collected.

FUND 109

REFUSE COLLECTION AND RECYCLING OPERATIONS

Cost Center: Recycling Operations

GOAL: To reduce the County's waste stream through the effective development, implementation, and management of waste reduction and recycling programs which serve the community and meet or exceed the Commonwealth of Virginia mandated goal of 25 percent.

COST CENTER SUMMARY					
Category	FY 1999 Actual	FY 2000 Adopted Budget Plan	FY 2000 Revised Budget Plan	FY 2001 Advertised Budget Plan	FY 2001 Adopted Budget Plan
Authorized Positions/Staff Years					
Regular	17/ 17	17/ 17	17/ 17	17/ 17	17/ 17
Expenditures:					
Personnel Services	\$738,239	\$843,258	\$831,127	\$912,871	\$935,695
Operating Expenses	243,935	310,375	315,012	293,039	293,039
Capital Equipment	32,955	37,800	46,947	30,000	30,000
Total Expenditures	\$1,015,129	\$1,191,433	\$1,193,086	\$1,235,910	\$1,258,734



Objectives

- To increase the capture rate of Countywide curbside recycling programs operated by the private sector by two percentage points per year over the next five years. This is possible given the availability of resources, from an estimated rate of 47 percent to 57 percent, which is approximately the current rate experienced in the County Sanitary Collection Districts.
- To continue to offer basic Recycling Drop-Off Center (RDOC) service to residents who do not have access to another residential program and to meet citizens' demands for the opportunity to recycle material not traditionally collected at the curb by 49.5 percent.
- To provide specific information to commercial, residential and related sectors so that participation in the recycling program continues and the mandated recycling rate of at least 25 percent is sustained.



Performance Indicators

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 1997 Actual	FY 1998 Actual	FY 1999 Estimate/Actual	FY 2000	FY 2001
Output:					
Tons recycled by private haulers	44,537	52,109	53,300 / 63,852	60,659	60,659
Tons of recycled materials at recycling drop-off centers (RDOCs)	7,153	7,950	9,207 / 10,764	10,400	10,400
Information/education efforts:					
General info pieces	314	317	303 / 295	295	295
Special events	3	2	4 / 4	3	3
Major staff actions (legislative, State and local participation etc.)	10	10	10 / 10	10	10

FUND 109

REFUSE COLLECTION AND RECYCLING OPERATIONS

Indicator	Prior Year Actuals			Current Estimate	Future Estimate
	FY 1997 Actual	FY 1998 Actual	FY 1999 Estimate/Actual	FY 2000	FY 2001
Efficiency:					
Staff hours per ton collected by private haulers	NA	.014	.014 / 0.012	.012	0.012
Per ton cost to recycle materials at RDOCs:					
Dollars (Net)/ton	\$61.17	\$68.78	\$59.13 / \$37.60	\$44.01	\$47.68
Staff hours/ton	2.08	1.92	1.98 / 1.80	1.79	1.62
Per ton cost of educational efforts for recycling:					
Dollars/ton	\$0.78	\$0.83	\$1.34 / \$1.05	\$1.21	\$1.36
Staff years for this function	3.93	5.31	5.15 / 5.15	5.20	5.20
Service Quality:					
Percent of citizens rating services at RDOCs good or better ¹	NA	NA	NA / NA	NA	NA
Percent rating published information good or better ¹	NA	NA	NA / NA	NA	NA
Outcome:					
Percentage point change in private hauler capture rate	NA	1	1 / (-4)	2	2
Percent of non-traditional material recycled at RDOCs	50.89%	47.28%	48.69% / 49.10%	49.50%	49.50%
Total recycling rate	36.50%	36.96%	28.37% / 34.50%	34.00%	34.00%

¹ A written survey was distributed to citizens through the Recycling Newsletter during the last quarter of FY 1999. Response was minimal at best. It was determined that an assessment could not be made given the lack of data. The agency is reviewing other options for acquiring or compiling the data it needs. It is anticipated that another survey can be performed during FY 2000.

A Fund Statement, and a Summary of Capital Projects, and a Project Detail Table for the project funded in FY 2001 are provided on the following pages. The Summary of Capital Projects may include some projects without a Total Project Estimate amount. These projects are considered "continuing" projects or projects for which funding is necessary on an ongoing basis (e.g., a contingency or planning project). The Project Detail Table includes project location, description, source of funding, and completion schedules.

FUND 109

REFUSE COLLECTION AND RECYCLING OPERATIONS

FUND STATEMENT

Fund Type G10, Special Revenue Funds

Fund 109, Refuse Collection

	FY 1999 Actual	FY 2000 Adopted Budget Plan	FY 2000 Revised Budget Plan	FY 2001 Advertised Budget Plan	FY 2001 Adopted Budget Plan
Beginning Balance	\$13,211,071	\$12,087,735	\$14,823,748	\$13,156,103	\$13,336,773
Revenue:					
Interest on Investments	\$759,265	\$546,997	\$546,997	\$589,165	\$589,165
R & G Collection:					
Household Levy ¹	\$9,094,920	\$8,021,370	\$8,021,370	\$8,021,790	\$8,021,790
Miscellaneous	228,859	167,961	167,961	160,345	160,345
SWRRC Program	200,463	189,625	189,625	185,000	185,000
Sale of Equipment	77,638	4,300	4,300	15,000	15,000
Subtotal	\$9,601,880	\$8,383,256	\$8,383,256	\$8,382,135	\$8,382,135
County Agency Routes:					
Miscellaneous Agencies	\$747,559	\$707,171	\$707,171	\$896,506	\$896,506
Sale of Equipment	5,478	0	0	13,500	13,500
Miscellaneous	129,857	114,545	114,545	114,545	114,545
Subtotal	\$882,894	\$821,716	\$821,716	\$1,024,551	\$1,024,551
General Fund Programs:					
Community Cleanup	\$42,244	\$34,218	\$34,218	\$36,769	\$36,769
Health Department					
Referrals	4,026	3,108	3,108	3,617	3,617
Evictions	18,116	10,616	10,616	15,483	15,483
Court Ordered/Mandated	0	0	0	12,603	12,603
Subtotal	\$64,386	\$47,942	\$47,942	\$68,472	\$68,472
Other Collection					
Revenue:					
Leaf Collection	\$248,080	\$254,705	\$254,705	\$256,405	\$256,405
Miscellaneous	0	0	0	4,675	4,675
State Litter Funds	90,578	0	86,954	0	0
Fairfax Fair	15,618	19,479	19,479	21,262	21,262
Subtotal	\$354,276	\$274,184	\$361,138	\$282,342	\$282,342
Recycling Operations:					
Program Support ²	\$823,322	\$843,375	\$843,375	\$836,428	\$836,428
Sale of Materials	111,760	148,222	148,222	137,995	137,995
Miscellaneous	71,651	229,218	229,218	237,042	237,042
Subtotal	\$1,006,733	\$1,220,815	\$1,220,815	\$1,211,465	\$1,211,465
Total Revenue	\$12,669,434	\$11,294,910	\$11,381,864	\$11,558,130	\$11,558,130
Total Available	\$25,880,505	\$23,382,645	\$26,205,612	\$24,714,233	\$24,894,903

FUND 109

REFUSE COLLECTION AND RECYCLING OPERATIONS

FUND STATEMENT

Fund Type G10, Special Revenue Funds

Fund 109, Refuse Collection

	FY 1999 Actual	FY 2000 Adopted Budget Plan	FY 2000 Revised Budget Plan	FY 2001 Advertised Budget Plan	FY 2001 Adopted Budget Plan
Expenditures:					
Personnel Services	\$5,182,112	\$6,022,337	\$5,721,220	\$6,153,562	\$6,300,439
Operating Expenses	5,811,944	6,088,054	6,246,972	6,033,090	6,033,090
Recovered Costs ³	(479,725)	(347,368)	(347,368)	(359,252)	(359,252)
Capital Equipment	542,426	141,000	1,248,015	262,000	262,000
Capital Projects ⁴	0	0	0	368,000	368,000
Subtotal Expenditures	\$11,056,757	\$11,904,023	\$12,868,839	\$12,457,400	\$12,604,277
COLA/MRA Reserve	0	0	0	146,877	0
Total Disbursements	\$11,056,757	\$11,904,023	\$12,868,839	\$12,604,277	\$12,604,277
Ending Balance	\$14,823,748	\$11,478,622	\$13,336,773	\$12,109,956	\$12,290,626
Collection Equipment Reserve ⁵	540,489	528,844	528,844	648,800	\$648,800
Recycling Equipment Reserve	316,304	209,248	209,248	344,314	344,314
PC Replacement Reserve ⁶	25,100	50,800	50,800	62,500	62,500
Unreserved Balance	\$13,941,855	\$10,689,730	\$12,547,881	\$11,054,342	\$11,235,012
Levy per Household Unit ⁷	\$240/Unit	\$210/Unit	\$210/Unit	\$210/Unit	\$210/Unit

¹ The collection FY 2001 levy/fee per household unit will remain at the current rate of \$210 per unit. Although the Refuse Collection levy is separate and not a real estate tax, it is included on and collected as part of the County's real estate tax bill. This amount does not include approximately 417 units which will be billed directly by the agency.

² The estimate for Program Support is calculated using the projected level of expenditures for recycling operations as conducted in Fund 109, Refuse Collection and Recycling Operations, and offset by revenue received from the sale of recycled materials.

³ Recovered Costs represents billings to Fund 108, Leaf Collection, for its share of the total administrative cost for Agency 46, Division of Refuse Collection and Recycling. Also included is an amount billed to Fund 110, Refuse Disposal, for administrative cost for the recycling program, as coordinated in Fund 109, Refuse Collection and Recycling Operations.

⁴ Capital Project 109001, DSW-Newington Fac. - Expansion, is established in FY 2001 to fund the requirements associated with the expansion of the breakroom to accommodate a conference/training room at the Division of Refuse Collection Newington Operations Facility. The project is established to comply with the County's financial guidelines for reporting and tracking fixed assets.

FUND 109

REFUSE COLLECTION AND RECYCLING OPERATIONS

⁵ Funds reserved for equipment replacement are not encumbered based on normal accounting practices, but are allocated at a future date for equipment purchases. The requirements for Collection operations are funded through the collection revenue received in Fund 109, Refuse Collection and Recycling Operations, while requirements for Recycling operations are provided as a component of the Program Support.

⁶ The PC Replacement Reserve was established to provide funding for the timely replacement of obsolete computer equipment.

⁷ The Unreserved Ending Balance is utilized to offset potential increases in the refuse disposal fee. Utilization of the balance in Fund 109, Refuse Collection and Recycling Operations, effectively allows the agency to absorb those fee adjustments, while not increasing the refuse collection levy.

FUND 109

REFUSE COLLECTION AND RECYCLING OPERATIONS

COUNTY OF FAIRFAX, VA									
FY 2001 SUMMARY OF CAPITAL PROJECTS									
FUND TYPE:G10	SPECIAL REVENUE								
FUND :109	REFUSE COLLECTION (172)								
	TOTAL PROJECT ESTIMATE	FY 1999 ACTUAL EXPENDITURES	FY 2000 REVISED BUDGET	FY 2001 ADVERTISED BUDGET PLAN	FY 2001 ADOPTED BUDGET PLAN	FINANCING GENERAL FUND	FINANCING BOND	FINANCING OTHER	
109001 DSW - NEWINGT	368,000	.00	.00	368,000	368,000			368,000	
FUND 109 SUBTOTAL	368,000	.00	.00	368,000	368,000			368,000	

FUND 109

REFUSE COLLECTION AND RECYCLING OPERATIONS

109001	DSW - Newington Facility Expansion
6901 Allen Park Road	Mount Vernon
This project funds the expansion of an existing break room at the Newington Facility and will provide meeting and training space for the 120 employees who assemble daily at the facility.	

	Total Project Estimate	Prior Expenditures	FY 1999 Expenditures	FY 2000 Revised Budget Plan	FY 2001 Adopted Budget Plan	Future Years
Land Acquisition	\$0	\$0	\$0	\$0	\$0	\$0
Design and Engineering	0	0	0	0	0	0
Construction	368,000	0	0	0	368,000	0
Other	0	0	0	0	0	0
Total	\$368,000	\$0	\$0	\$0	\$368,000	\$0

Source of Funding				
General Fund	General Obligation Bonds	Transfers from Other Funds	Other	Total Funding
\$0	\$0	\$0	\$368,000	\$368,000

Completion Schedule				
Land Acquisition Completion	Engineer/Architect Contract Award	Design Completion	Construction Contract Award	Construction Completion
N/A	August 2000	February 2001	May 2001	September 2001